

# Milwaukie Community Vision and Action Plan Format for **People Theme 1**

Vision Advisory Committee Discussion Draft March 1, 2017

## Goal Area Statement

***Milwaukie is an inclusive community of diverse people from a variety of backgrounds that recognize our differences and shared similarities. We are engaged and come together in many ways through various events and community gathering places, where we can celebrate our interests and passions.***

## No. Actions

- 1 Develop City procurement practices that prioritize regional vendors and products, as well as businesses owned by women, veterans, people of color, disability and LGBTQ community
- 2 Host and support cultural events that reflect and encourage awareness about the diversity of the community
- 3 Create a City program to host neighborhood block parties
- 4 Organize and promote Community Volunteer Events and other existing opportunities
- 5 Acquire or support land for development of public gathering places and community space that are contiguous with neighborhood hubs
- 6 Develop neighborhood level resources banks, such as tool libraries and book exchanges
- 7 Launch programs specifically geared at bringing kids, teens and seniors out into the community
- 8 Form a committee dedicated to equity/diversity/inclusion to evaluate City decisions and actions based on impacts to disadvantaged groups of people
- 9 Provide City staff support and funding for community events, celebrations, and projects such as the Umbrella Parade, Farmer's Market, and concerts in the park
- 10 Ensure continued City government transparency and accessibility through an ongoing evaluation program, incorporated into the Citizen Involvement Section of the Comprehensive Plan.

## Potential Partners

NCPRD and NCSD  
 Local and/or small business owners  
 Milwaukie Historical Museum and Oregon Historical Society (for their research on Milwaukie Pastry Kitchen & Watanabe Family), Serbian Festival organizers  
 Clackamas County equity, diversity and inclusion council  
 The Ledding Library  
 Kids  
 Police department  
 Downtown business association  
 Local credit unions  
 Corporate sponsorships  
 Metro and City  
 PTO/PTA groups  
 Social service agencies  
 Groups representing people of color; low income community members, LGBTQ people; people with disabilities;  
 CMI/Farmers Market; First Friday team  
 Churches, Clackamas Community College, Oregon Tilth  
 NDA's  
 CAUSA, Northwest Housing Alternatives, COBID  
 Milwaukie Committees, Boards, and Commissions  
 Senior citizen groups and centers, youth groups, all school organizations, volunteer groups

# Milwaukie Community Vision and Action Plan Format for **People Theme 2**

Vision Advisory Committee Discussion Draft March 1, 2017

## Goal Area Statement

***Milwaukie is a diverse community that provides opportunities and support for all of its residents through a variety of resources and enriching activities. We encourage and support a vibrant local economy that contributes to a high quality of life where residents can live, work, learn, and play.***

## No. Actions

- 1 *Expand trade school and continuing education programs*
  
- 2 *Develop a "Barn-Raising" program*
  
- 3 Promote small business development through mentoring, incubation and entrepreneurial programs as well as loans and neighborhood grant programs
  
- 4 Connect students and local businesses through internships, offering grants/scholarships to provide opportunities for learning and collaboration
  
- 5 Provide a community center in every neighborhood with shared resource libraries and space for activities and classes for all ages and abilities.
  
- 6 Develop more amenities in parks, such as play structures, walking paths, skate parks, water features, picnic tables, dog parks, etc.
  
- 7 Encourage businesses into Milwaukie that provide large numbers of living-wage jobs
  
- 8 Construct co-working spaces for small and sole proprietorship local businesses
  
- 9 Provide a welcome guide for Milwaukie newcomers that lists City resources, community-based organizations and activities and volunteer opportunities
  
- 10 Expand community gardens into all neighborhoods

## Potential Partners

Senior citizen groups and centers  
 Local bank/credit union partnerships  
 Local businesses  
 Industrial District businesses  
 NPOs  
 Metro  
 WorkSource Oregon,  
 WorkSystems Inc  
 Schools (NCSD)  
 Farmer's Market  
 Parks Committee.  
 Downtown Business Association  
 Dark Horse  
 Clackamas County  
 Habitat for Humanity  
 Oregon Best  
 health housing and human services  
 NCPRD  
 Clackamas Community College  
 Portland Parks & Rec  
 City of Milwaukie  
 CMI  
 Trade schools and continuing education programs  
 OIT  
 NDAs  
 Ledding Library  
 Sabin-Schnellenberg  
 Clackamas Workforce Partnership.  
 Chamber of Commerce  
 Business Oregon, Oregon BEST, ONAMI, OTRADI, TAO, OEN, SBA  
 The Grange  
 Bob's Red Mill  
 Labor Unions  
 NDA's  
 Wichita Center  
 Metro Family Services  
 Rotary Club

# Milwaukie Community Vision and Action Plan Format for **People Theme 3**

Vision Advisory Committee Discussion Draft March 1, 2017

## Goal Area Statement

## No. Actions

## Potential Partners

***The City of Milwaukie is an open portal where information is readily available, easily exchanged, and responsive. Residents feel empowered and have opportunities to engage and share ideas.***

1 *Initiate a Youth Advisory Council*

2 Improve the City's website to be transparent, simple, user-friendly and interactive so it can better connect residents to community resources, City Council, local business, events and opportunities.

3 Provide childcare services and activities for children at meetings and events

4 Translate City materials in Spanish and other languages

5 Host regular Town Hall meetings in large venues to allow for more dialogue and citizen engagement

6 Place information kiosks and booths in all parks, public spaces and neighborhood centers.

7 Develop new methods of exchanging information and engaging the community in City projects through live feeds, online forums and virtual event participation and other methods as new platforms become available.

8 Develop more problem-solving relationships between police department and the community through extra programs that help build trust/relationships with the community.

9 Support the growth and expansion of the Ledding Library as an integral community resource center.

Craigslist, Angie's, or similar partnerships to tie improved discovery into the City website  
 PDX Pop Now  
 NDAs  
 North Clackamas School District  
 Waldorf School  
 Churches  
 Ledding Library  
 Senior groups and centers  
 Chamber of Commerce  
 The City of Milwaukie  
 Milwaukie City Council  
 Local businesses  
 Not-for-profit real estate developers  
 MHS Health Clinic  
 MHS student groups, athletic teams, etc.  
 Parent-teacher organizations  
 Milwaukie Center  
 LGBTQ people;  
 People with disabilities  
 Business Oregon, signature research centers (OTRADI, ONAMI, Oregon BEST), OMIC, TAO, OEN, SBA/SBIR/STTR, PCC,  
 City Manager  
 Planning Commission

# Milwaukie Community Vision and Action Plan Format for **Place Theme 1**

Vision Advisory Committee Discussion Draft March 1, 2017

Goal Area Statement	No.	Actions	Potential Partners
<p><i>Milwaukie has a complete, clean and attractive network of sidewalks, bike lanes and paths that enable accessibility, mobility, and safety for all. Streets are tree-lined, well-lit and designed to promote a healthy and active lifestyle. There is a seamless transition between walking, biking, and transit to key amenities and neighborhood centers.</i></p>	1	Adopt Vision Zero	ODOT TriMet
	2	Improve and expand the sidewalk network by identifying gaps, ADA deficiencies and alternative construction materials	Schools (NCSD) Local Businesses NDAs
	3	Implement a Safe Routes to School Program	Friends of Trees Local bike dealers/mechanics Bicycle Transportation Alliance
	4	Align transportation infrastructure with the classification of the facility	Metro Safe Routes to School Pro-multi-modal businesses, freight/industrial businesses (special needs)
	5	Improve pedestrian safety along the 224 and 99E corridors	NACTO NITC (at PSU) Senior care facilities/organizations
	6	Maintain streets by adopting road paving and funding strategies	State agencies that certify ADA Healthcare centers Federal Grants
	7	Improve safety through dedicated bike paths and walking trails to create safe separations from vehicle traffic	The soil and fungal community Your IT folks Bike Milwaukie
	8	Improve walkability and bikeability within the network by creating connections to transit, parks and local businesses	City of Portland Clackamas County Milwaukie residents
	9	Establish a street tree planting program and provide opportunities for residents to acquire and maintain appropriate trees on public rights of way and their own property	PARB Audubon Society Congress of New Urbanism
	10	Incorporate “Dark Sky” friendly street lighting	Oregon Walks The Streets Trust Bike Loud Better Block PDX Institutions such as UO, PSU, OSU, Oregon Tech, Oregon BEST, IOTAS, Intel Legislators Milwaukie Police Department Bike Portland PTA’s/PTO’s City planners NCPRD

# Milwaukie Community Vision and Action Plan Format for **Place Theme 2**

Vision Advisory Committee Discussion Draft March 1, 2017

## Goal Area Statement

Goal Area Statement	No. Actions	Potential Partners
<p><i>Milwaukie invests in housing options that provide affordability, high quality development and good design, promoting quality living environments. It maintains the small neighborhood feel through creative use of space with housing options that embrace community inclusion and promote stability.</i></p>	1 Partner with Clackamas County in providing affordable, decentralized housing to stabilize and protect renters	Developers
	2 Ensure quality design standards through the prioritization of shared greenspace and community garden development	Realtors
	3 Streamline permitting and waive system development charges for creative uses of space (i.e. Accessory Dwelling Units, Cottage Clusters, Shipping Container Homes etc.)	Proud Ground
	4 Encourage community inclusion through multi-generational and multi-cultural community events	City and county code agencies
	5 Implement form based zoning and update code to allow more missing middle housing (duplexes, triplexes and cottage clusters, tiny houses) and mixed-use buildings in all neighborhoods.	Habitat for Humanity
	6 Support the development of Aging in Place Villages, which combine senior housing with social services and volunteer assistance to seniors, to create more affordable housing for seniors.	Northwest Housing Alternatives
	7 Annex unincorporated land to expand the UGB	The Rebuilding Center
	8 Develop neighborhood plans that define neighborhood character and identify strategies for better integrating new infill housing into neighborhoods	Restore
	9 Continuously evaluate city programs for their impacts on housing costs	Creative architects and planning and design consultants
	10 Build improvements identified by the SAFE program and the City's Comprehensive Plan	Green building techniques research and development leaders

# Milwaukie Community Vision and Action Plan Format for **Place Theme 3**

Vision Advisory Committee Discussion Draft March 1, 2017

## Goal Area Statement

## No. Actions

## Potential Partners

- |    |   |   |
|----|---|---|
| 1  | Create a program to fund improvement of neighborhood plazas, parks, and other amenities and promote diverse programming (education, art, history) in public spaces. | artMOB<br>Local artists and musicians<br>Ledding Library<br>Darkhorse<br>Light Festival<br>RACC<br>Leland Iron Works<br>Parks Committee<br>NDAs<br>Milwaukie High School<br>NCSD<br>Portland Waldorf School<br>Landscape architects<br>Native Americans<br>Performing arts organizations, music and dance schools,<br>Oregon Bluegrass Association<br>Old Time Fiddlers<br>Chamber Music NW<br>Milwaukie Museum<br>CMI<br>Historical Society<br>DLC<br>Milwaukie Farmers Market<br>Clackamas Arts Alliance<br>Oregon Arts Commission<br>Milwaukie Academy of the Arts |
| 2  | <i>Encourage partnerships between local businesses and artists to provide opportunities for art installations</i>   |   |
| 3  | Improve access to and promote the Waterfront Park as a community destination with year-round programming.   |   |
| 4  | Complete the amphitheater in the Waterfront Park to create a space for the performing arts.   |   |
| 5  | <i>Promote community-driven choice and design for public art and space</i>  |   |
| 6  | Update the City's historic resources inventory and develop local incentives for preservation and restoration  |   |
| 7  | Support the artMOB and expand art programming throughout the City of Milwaukie through grants, scholarships and funding   |   |
| 8  | Support space acquisition for open art studios that pool resources and promote local artists  |   |
| 9  | Improve parks and green spaces that are safe, green and clean, with amenities like restrooms, seating areas and parking   |   |
| 10 | Develop walking and cycling tour maps connecting points of interest such as parks, plazas, art installations and historical markers.                                |   |

***Milwaukie collaborates with community partners to create and preserve spaces to inspire the public to be engaged with the city's past and future. Art and innovation is weaved into the fabric of the city.***

# Milwaukie Community Vision and Action Plan Format for Planet Theme 1

Vision Advisory Committee Discussion Draft March 1, 2017

## Goal Area Statement

***The entire city nurtures a connected canopy of trees planted and stewarded by its residents. Smart and focused development honors and prioritizes life-sustaining natural resources.***

## No. Actions

- 1 Develop a strong tree ordinance that incentivizes tree protection, has equitable tree replacement standards, and provides adequate flexibility for property owners
- 2 Create a robust urban forestry plan that inventories the city's tree canopy and vegetation and includes policies and strategies to expand it
- 3 Institute a Backyard Habitat or other ecosystem program that supports our wide variety of local wildlife
- 4 Implement city programs and development code amendments that help to better integrate the built environment and natural environment, both for current and future development
- 5 Support the creation of more community gardens and urban orchards
- 6 Develop educational programs for city residents and businesses that focus on native vegetation, landscaping basics, and the economic and environmental value provided by trees and plants
- 7 Create a citywide composting program for residents and businesses
- 8 Develop a tree planting program that engages local schools, businesses, senior citizens, and civic organizations
- 9 Promote sustainable development through incentive programs and development code amendments

## Potential Partners

Public and private schools, PCC, CCC, local organizations  
 Friends of Trees  
 Comisary365  
 Homeowners and NDAs  
 Waste companies  
 Pollinator Pathways, Progressive urban/landscape designers, example cities and codes  
 Audubon  
<https://backyardhabitats.org> :)  
 The Xerxes Society  
 The Oregon University system has plenty of experts in tree ordinances and urban forestry.  
 Local farmers and gardeners groups.  
 Global Footprint Network: <http://www.footprintnetwork.org/our-work/ecological-footprint/>  
 Nature herself  
 OSU extension services, Master Gardeners, Audubon society  
 PARB, NCPRD, Johnson Creek Watershed Council, each NDA, CMI, City Council, local forestry experts.  
 Sabin campus  
 Bee Thinking  
 Metro  
 City of Portland  
 Qualified arborists and agriculturists  
 Clackamas County  
 Tree City USA  
 Urban High School  
 NCUWC; JCWC  
 Watershed Council  
 The permaculture community

# Milwaukie Community Vision and Action Plan Format for Planet Theme 2

Vision Advisory Committee Discussion Draft March 1, 2017

## Goal Area Statement

***Milwaukie has free flowing, accessible, pristine waterways that are protected by a robust stormwater treatment system. The Willamette waterfront is easily accessed by the public and offers a wide variety of activities and events that can be enjoyed by all.***

## No. Actions

- 1 Develop a Natural Resource Plan and funding mechanism for the restoration of Kellogg and Johnson Creeks, including the removal of the Kellogg Dam
- 2 Finish Phase 3 of Milwaukie Bay Park
- 3 Increase the number of events and activities along the Willamette waterfront
- 4 Expand access for boats and other water-related recreational activities
- 5 Improve pedestrian and bicycle access between Downtown Milwaukie and the Willamette Waterfront
- 6 Develop a plan and funding strategy for stormwater and sewer system improvements, with a focus on natural stormwater management and treating stormwater before it is discharged into our creeks and river
- 7 Restore wetlands and riparian vegetation adjacent to our creeks and river
- 8 Address the impacts that local industries have on water and air quality
- 9 Encourage stewardship of our local creeks through educational programs and civic events such as clean-up days

## Potential Partners

Oregon University System  
 Developers, neighbors  
 Master Gardeners Programs  
 Community volunteer planting events  
 Biohabitats, Ecodistricts, many examples that all require some comparative analysis  
 Johnson Creek Watershed Council  
 Strong Towns: <https://www.strongtowns.org/>  
 Restaurant Developer for floating restaurant  
 ODOT, Fish and Wildlife, NCUWC, BEF, NCPRD, PARB, Watershed Council, CCC, PSU  
 City stormwater and sewer staff  
 Wind and Oar, a non-profit that teaches people to build small boats  
 High school students as project engineers  
 Watershed council, DEQ, EPA, ODOT, Oregon Water Resources Department, Oregon Dept of State Lands, Metro, US Army Corps of Engineers, and the group responsible for executing the Willamette River superfine cleanup.  
 The Waldorf community  
 Willamette Riverkeeper,  
 Clackamas County SWCD  
 Farmer's Market and First Friday businesses.  
 ODOT, US Fish and Wildlife Service, ODFW, National Marine Fisheries Service  
 City of Portland, Metro, Clackamas County, WES, etc.  
 Greg Baartz Bowman - local filmmaker who is passionate on this topic



# Milwaukie Community Vision and Action Plan Format for Planet Theme 3

Vision Advisory Committee Discussion Draft March 1, 2017

## Goal Area Statement

***Milwaukie is a model city that produces more energy through renewable sources than it uses. It is a prepared and resilient community, adaptive to the realities of a changing climate.***

## No. Actions

- 1 Encourage households and businesses to use more solar and other renewal energy use by waiving or reducing permit fees and giving rebates for alternative energy use or water efficiency
- 2 Work with local property owners to solarize the city's industrial parks and other large buildings with the potential to provide large-scale renewable energy
- 3 Develop a Climate Action Plan aimed at reducing the impacts of City activities on climate change
- 4 Create a program similar to the Green Block Initiative that focuses on ways that individual households and businesses can reduce their carbon footprint
- 5 Ensure that the City's infrastructure and facilities can reasonably withstand natural or man-made disasters and that the City can continue to provide services during an emergency event
- 6 Evaluate the impacts and costs of new regulations on residents, businesses, and the city's employment and housing needs
- 7 Develop an Energy Plan to achieve net-zero status by 2030, including a strategy, time frame, benchmarks, and incentives
- 8 Improve city communications and outreach on energy programs and conservation efforts
- 9 Support and actively recruit environmentally-friendly businesses

## Potential Partners

Tesla  
NW Natural, PGE  
Community Gardens, Portland Fruit Tree Project, Friends of Trees  
Seattle 2030 district analysis and ongoing efforts, Cities pursuing de-carbonization, Oregon Reach Code  
State, counties, and Metro for emergency preparedness. The local growers who sell at the Farmer's Market and Ecotrust.  
OMSI  
Rocky Mountain Institute: <http://www.rmi.org/>  
Oregon Walks, TriMet & Northwest Veg  
DEQ?, Energy Trust, Entergy Trust Strategic Energy Management Program, Fleet/Facilities for city buildings, local businesses.  
Wichita center- local school kids, build more community gardens prioritizing those that show most \$ need  
Lucid Energy  
C.E.R.T. And CC Fire  
Sustainable NW, Ecotrust  
Solar City  
PNET, CNET, OEM, Clackamas County Disaster Management, WES, and  
OLSD/OLWD

# Milwaukie Community Vision and Action Plan Format for **Prosperity Theme 1**

Vision Advisory Committee Discussion Draft March 1, 2017

**Goal Area Statement**

***Milwaukie offers numerous pathways to prosperity through an excellent education system and training programs that are connected to local business. Residents of all ages and backgrounds feel supported to pursue and attain success in our local community.***

No.	Actions	Potential Partners
1	Host a Career Connections Convention that connects local residents and businesses	Entrepreneurs CCC, PCC, PSU Rotary/local churches/Milwaukie Elks/Legion
2	Create a city position at the Ledding Library that serves as the main point of contact for local employment opportunities and application assistance	CCC, PSU, North Clackamas Schools, SMART, etc. Happy Valley(If I were Mayor, City Hall Youth Town Hall day) North Clackamas school district
3	Grow partnerships with Clackamas Community College and North Clackamas School District with a focus on developing skills that meet the needs of Milwaukie industries	New Urban High School has an effective internship program to use as a model Any of the large employers we have in town. Such as Dark Horse, Bob's Red Mill, and so on.
4	Work with the North Clackamas School District, other local schools, and local businesses to develop a K-12 internship program that highlights the variety of career opportunities in Milwaukie	School system, students and other mentors who would want to make this work and also the local businesses Local businesses, ccc,
5	As part of the Ledding Library expansion, offer more educational and training programs	C.C.C., encourage students to adopt a retiree to help them grow. Offer payment to students for services like internship Business Oregon, OEN, (see prior lists) Business partners from different avenues.
6	Build on existing bilingual/immersion programs at North Clackamas School District to reach out to the entire Milwaukie community	Ledding Library. All local business. NCSd, Sabin Schellenberg, Rotary, Chamber, CCC, MHS, Milwaukie and neighboring employers
7	Create incentives for Milwaukie businesses that hire qualified local residents, provide continuing education opportunities for their employees, and enhance quality of life	Clackamas Community College, Local Organizations such as Rotary Club Portland Waldorf School (HS internships and Service Work); National Academy Foundation (works with public schools);
8	Promote trade schools as an alternative to college by highlighting local opportunities for graduates	
9	Create a city economic development program that emphasizes job retention and development of locally owned businesses	

# Milwaukie Community Vision and Action Plan Format for **Prosperity Theme 2**

Vision Advisory Committee Discussion Draft March 1, 2017

## Goal Area Statement

Goal Area Statement	No.	Actions	Potential Partners
<p><i>Milwaukie's neighborhoods are the center of daily life, with amenities and community-minded local businesses that meet the daily needs of residents. They form a network of unique, interconnected local hubs that together make Milwaukie the livable, equitable, and sustainable community that it is.</i></p>	1	Identify and support the development of neighborhood economic hubs that are walkable and provide amenities and commercial services for neighborhood residents	City Repair Boutique Grocery store to develop a hub for neighborhood Breweries and restaurants, Whole Foods, new seasons
	2	Work with local residents to develop neighborhood plans that identify the needs, wants, and priorities for each neighborhood	CCC Community-minded developers, local financing options (credit unions) small business organizations
	3	Aim to eliminate local food deserts by recruiting additional grocery stores and other food businesses	Enterrise community: <a href="http://www.enterprisecommunity.org/">http://www.enterprisecommunity.org/</a> Regional food coops, local grocery store chains NDAs, current and potential businesses.
	4	Encourage locally owned businesses that become connected to and invested in the neighborhood	All business and bringing interest from other business to move into our town
	5	Provide opportunities for affordable, diverse housing in all neighborhoods	Village building convergence - portland Residents and City Staff working together
	6	Allow for more community gathering spaces throughout the City of Milwaukie	Milwaukie Downtown Business Association forward thinking new urbanists & individuals. Look outside of Oregon for cities in the US and Europe that do this well
	7	Permit increased density in neighborhood hubs in exchange for affordable housing, a wide mix of uses, and neighborhood amenities	Construction and neighborhood advisors.
	8	Work with TriMet, ODOT, and Clackamas County to improve transit, bike, and pedestrian connections between neighborhoods	Businesses near and far, local and chain alike.
	9	Support development of opportunity sites and other underutilized properties in the city with the potential to meet the needs of neighborhood residents	NDA's, business owners, community members

# Milwaukie Community Vision and Action Plan Format for **Prosperity Theme 3**

Vision Advisory Committee Discussion Draft March 1, 2017

## Goal Area Statement

***Downtown Milwaukie is a vibrant destination for both residents and visitors from throughout the region. Our industrial areas provide a high density of living-wage jobs across a number of different industries. The City is nimble and responsive to the needs of residents and businesses, with programs and policies that are financially sound, encourage job creation, and help support a strong and resilient local economy.***

## No. Actions

- 1 Market the city as a hub for business incubation
- 2 Support the continued success of the Milwaukie Farmer's Market
- 3 Provide tax benefits or other incentives to encourage sustainable, long-term, living wages jobs
- 4 Create a "Buy Local" or "Best for Milwaukie" initiative
- 5 Develop a new public plaza downtown that can be used for year-round events
- 6 Preserve and enhance the city's industrial areas
- 7 Partner with Clackamas Community College, North Clackamas School District, and other partners on employment training programs that serve residents of all ages and career stages
- 8 Support existing small businesses in our downtown and other business districts
- 9 Work to attract businesses to Downtown Milwaukie that are open, inviting, and diverse

## Potential Partners

Local Accountants  
Weworks, community diy businesses  
on-line retailers like living social, 'next door' neighborhood app  
Urban3, ILSR research,  
Small biz orgs, the businesses that are already here  
Zupans, Market of Choice, New Seasons  
Coop people  
Residents  
Visit cities that have done the same?  
Residents, City, Businesses working together  
TriMet, Metro  
Mdba, Clackamas chamber  
Build something like this in the M.Bay park - <http://www.stardisc.org/>  
Clackamas Workforce Partnership  
Tricia Clemans/Multi-Stakeholder Project Manager, WoodWorks, Business Oregon  
Every business engaged in manufacturing, warehousing, or distribution.  
Existing downtown businesses, Rotary, community members  
For your marketing efforts, SWIFT marketing group is fantastic and run by a local woman Liz Valentine